



OME – School Teachers’ Review Body

Teacher Job Levelling - Final

March 2024

Background to this review

- The School Teachers' Review Body ("STRB") have requested that WTW provide the Office of Manpower Economics ("OME") with a view on the sizing of a selection of Primary and Secondary School roles through the lens of the WTW Global Grading System ("GGS").
- WTW agreed to review a list of 36 selected jobs through GGS to help in the development of its view, drawing on available materials as provided by the OME.
- The GGS methodology can be applied to an organisation of any size, in any industry. While generic in its application, the methodology has the built-in capability to assess the difference in scope between the most senior level positions in any organisation.
- GGS comprises:
 - A scale with a maximum of 25 levels in a job hierarchy structure dependent on the size and complexity of a given organisation
 - Job levelling is then based on a job levelling band framework and 7 Grading Factors which produce a WTW Global Grade for each job
 - The WTW Global Grade can then be used to assess the position of the job in the organisation and also to establish a market value from WTW survey sources
- We have then used the WTW Global Grades as a reference point for salary benchmarking against a WTW survey for the UK market.
- Please note that this paper is intended to represent our opinion and perspective on this topic and is not intended to make any specific recommendations for the STRB at this time.

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Overview of GGS

WTW's Global Grading System (GGS)

Introduction

The WTW Global Grading System (GGS)

- The WTW GGS is a Job Levelling methodology used to determine internal job levels based on the analysis of factors that are universally applicable and proven to recognise real differentiation in job size.
- GGS accommodates organisations of all sizes and uses an organisation's revenue size, headcount, diversity, complexity and geographical breath to assess the number of levels in its grading framework. It then evaluates jobs as part of a two-step process of banding and grading:
 - Banding places jobs in the framework based on how they contribute to your organisation, reflecting a dual career path.
 - Grading assesses jobs against standard factors.

GGS will serve as the analytical underpin to an employee-facing levelling framework

Why use the WTW GGS methodology?

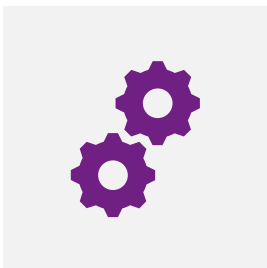
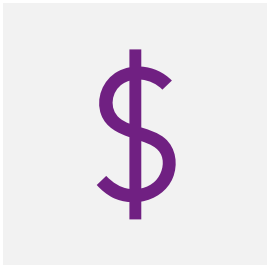
- It is a job hierarchy ranging from 16 to 25 grades
- Evaluates individual jobs into a structure
- Granular, analytical and highly robust
- Globally applicable yet culturally neutral
- Facilitated by WTW Compensation Software, a state-of-the-art, cloud-based tool
- Recognises multiple career paths
- Easy to use, easy to explain, coherent and logical
- Highly prevalent in a range of sectors and firms



There are three steps to the methodology; scoping, banding and grading

Scoping

- **Scoping the business:** determining the number of grades required based on company size, geographic breadth and business complexity
- **Determines the grade of the top job** (CEO or business unit head)



Banding

- Differentiating between **management** and **individual contributor** career paths
- Determining **how roles contribute** to business performance and which band is most appropriate

Follows a decision tree:



Grading

- Allocating a **grade within the band** through seven grading factors
- Factor language reflects how roles contribute (determined through banding)

Job functional knowledge

Business expertise

Leadership

Problem solving

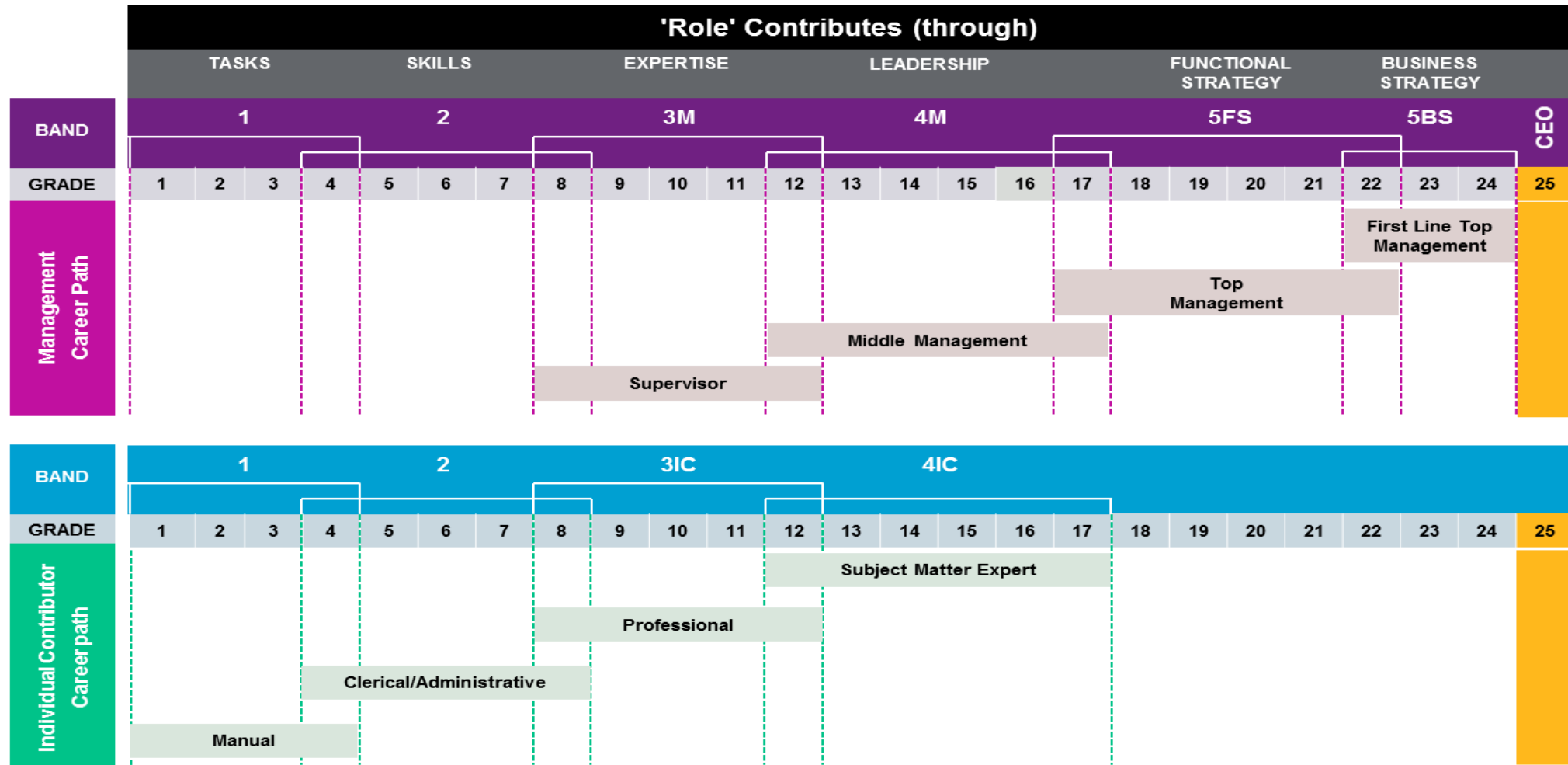
Nature of impact

Area of impact

Interpersonal skills

WTW's Global Grading System (GGS)

Provides a methodology to evaluate jobs into a set of established bands and grades



Business Unit sizing

WTW's Global Grading System (GGS)

Understanding the conceptual approach

- WTW's GGS methodology is designed to take an objective approach to job levelling by placing any results into context.
- This is achieved by firstly taking the size of the respective organisation into account based on a WTW scale of total "organisational scoping" on a global basis.
- This scale is based on a maximum of 25 global grades as determined by WTW to be the required number of grades for the largest and most complex organisations in the world. So, if not the largest organisation, WTW then reduces the number of global grades to a minimum of 16 global grades.
- The scale is based on the measurement of organisation complexity as measured through those factors that WTW views as being the fairest and most consistent measures that can be applied regardless of industry;
 1. Revenues (business size) or a suitable proxy such as operating budget
 2. Employees (organisational size)
 3. Geographic spread of operations (geographic breath)
 4. Nature of business services and scale of business operating model (diversity & complexity)
- The first two measures represent two thirds of the calculation with the remaining factors providing the last third.
- For the purposes of this exercise, WTW has developed a view of the largest primary and secondary school organisations and used these to extrapolate a broader structure to assess all roles in this review. This is not to imply that they are connected but does provide a means of looking at them in a total organisational pyramid.
- We have also made an adjustment to consider that the environment of running a secondary school academy does not absolute mirror the aspects of a private sector organisation (e.g. the number of students does not necessarily equate to the number of employees but can be considered a long-standing set of stakeholders that should be taken into account)

WTW's Global Grading System (GGS)

Step 1: Scoping the business overview

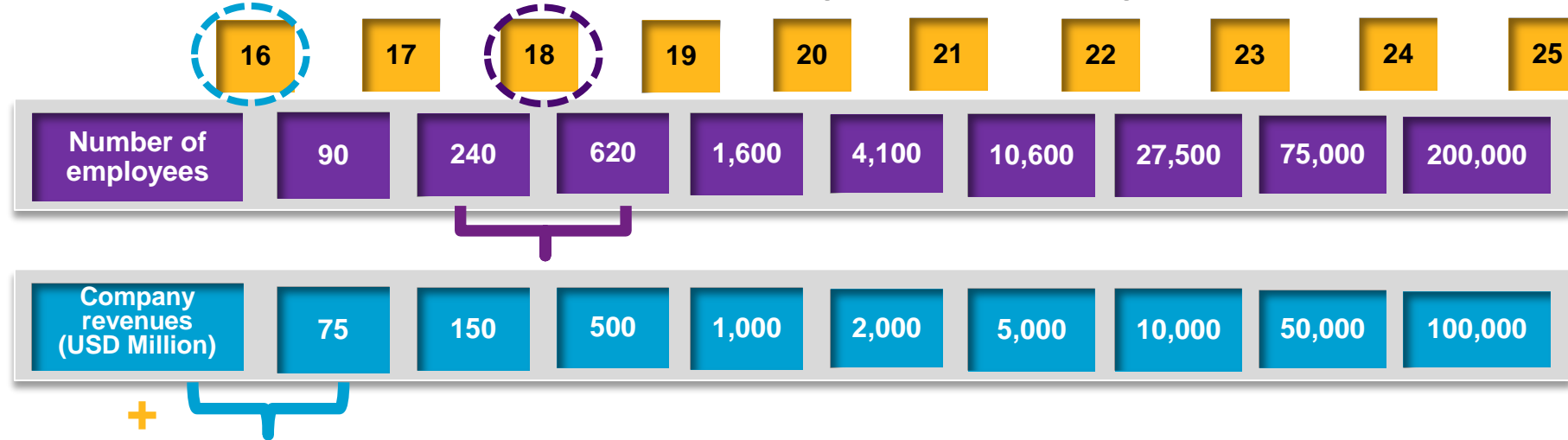


Separate business units within the business can be created if:

- They have a distinct P&L
- They have most or all of the main organizational functions (e.g. Finance, IT, HR)
- The head of the entities are individually accountable for the business strategy and results

WTW's Global Grading System (GGS)

Combine the available metrics to determine the top grade at the organisation



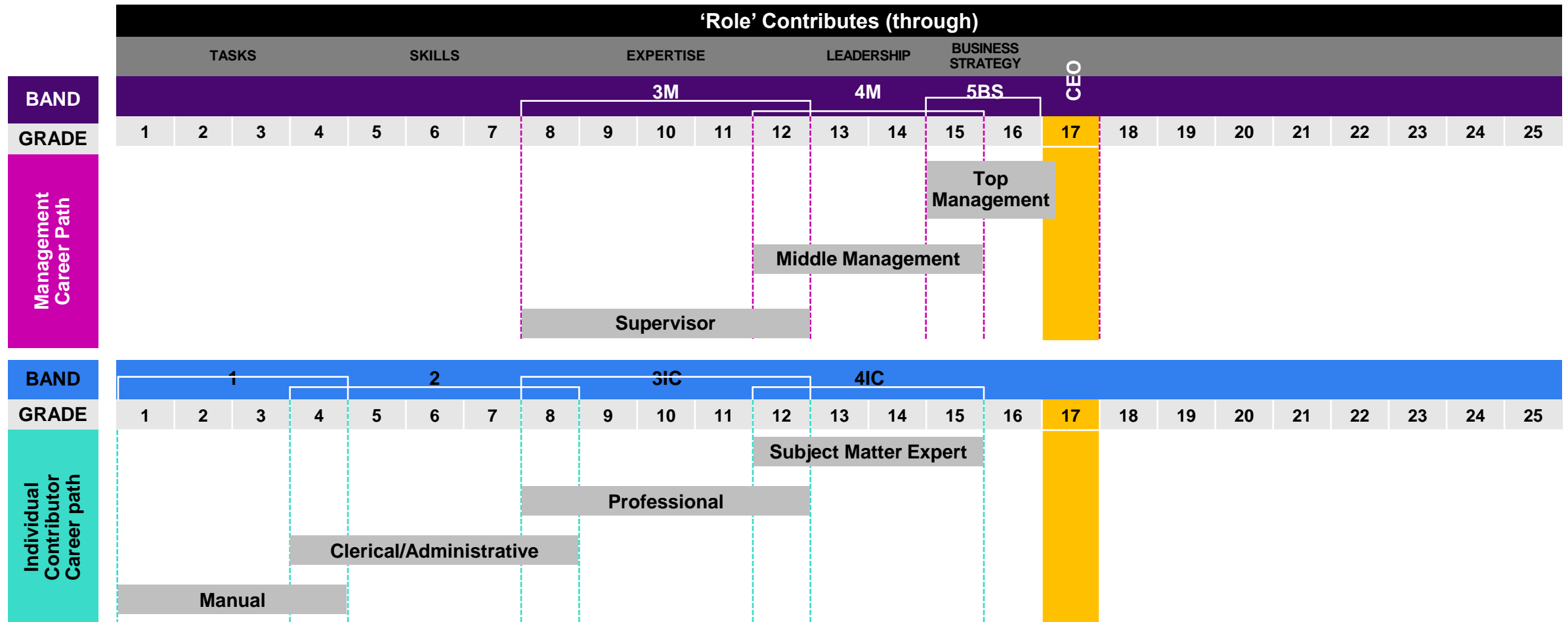
Business Diversity and Complexity	Geographic Breadth		
	Domestic	International	Global
Low	16	19	20
Medium	18	21	22
High	20	23	24

Academy grade

$$\div 3 = 17$$

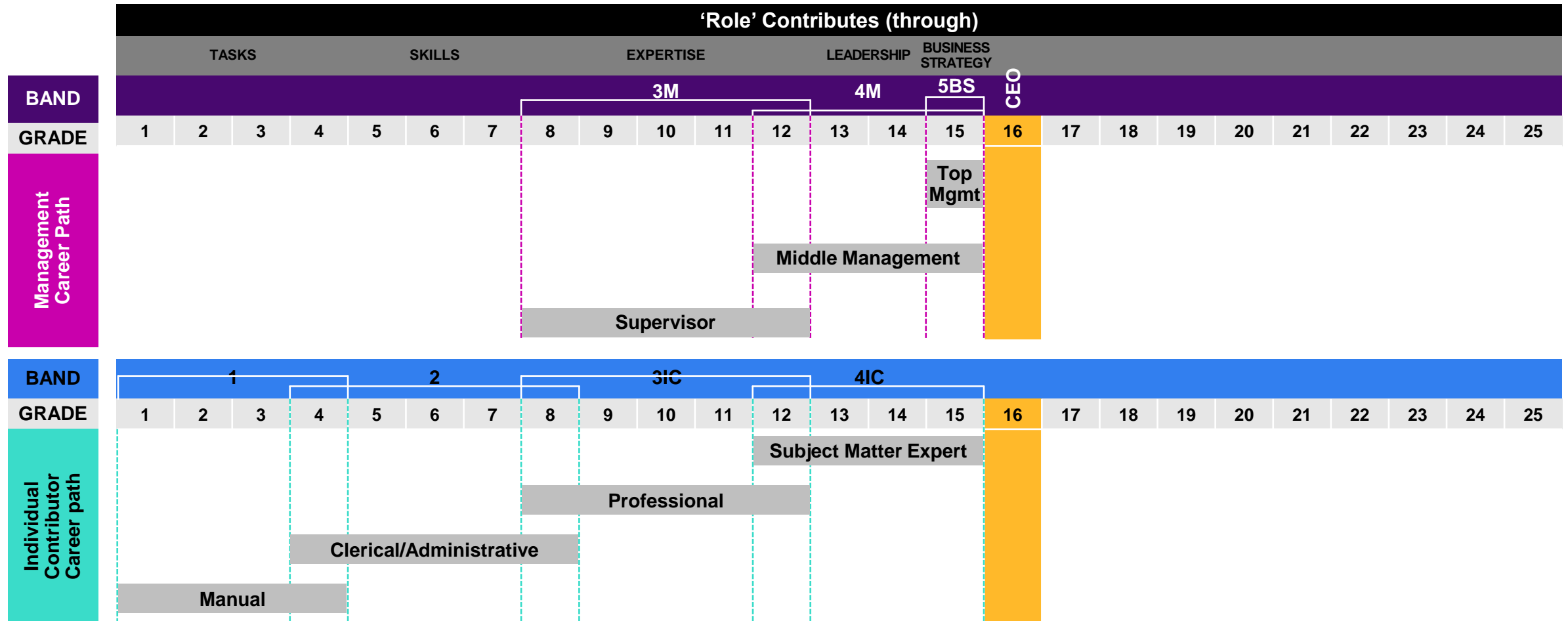
Proposed Business Unit sizing for the largest secondary academy

Global Grade 17 organisation grade map



Proposed Business Unit sizing for the largest primary academy

Global Grade 16 organisation grade map



Levelling results

GGs as a concept

- Once the business scoping is complete, the process of global grading a job is based on a combination of job banding and job grading
 1. **Job banding** is designed to place the jobs in terms of their relative position in an organisational hierarchy with due reference to the most senior jobs in terms of acknowledging reporting levels and boundaries on decision making. Through the process of banding, GGS assigns the job to the most likely range or band of grades and is designed to ensure that a job cannot be graded in a level that may overlap with more senior jobs in the same organisation
 2. **Job Grading** is intended to then access the most appropriate grade/level to assign a job in terms of a continuum of contribution and accountability in the organisation with reference to the more senior jobs who will typically be expected to hold greater accountability and act as the next point of problem escalation and client responsibility. The process of global grading is designed to operate in a top-down manner, taking the most senior jobs as the ultimate point of accountability and then reviewing on a level-by-level approach to assess each level in comparison with the higher levels
- The process of global grading should not however be treated as a mechanical approach as organisational idiosyncrasies (e.g. span breakers, jobs built around individuals rather as actual career steps, business requirements) can require an iterative process to strike an appropriate balance between a purist perspective and a pragmatic perspective
- GGS is intended to reflect the structure and nuances of an organisation's structure. This allows the methodology to consider the impact of reporting lines, areas of responsibility and specific idiosyncrasies that are particular to each organisation
- This allow the development of a solution that considers the impact and purpose of each job and the context in which that job operate, e.g. the line manager, peer jobs, overlaps in responsibilities
- For further context, we have additionally provided some further information on our expectation of the job accountabilities and impact for each WTW Global Grade.

Moving the focus to banding and grading

Scoping

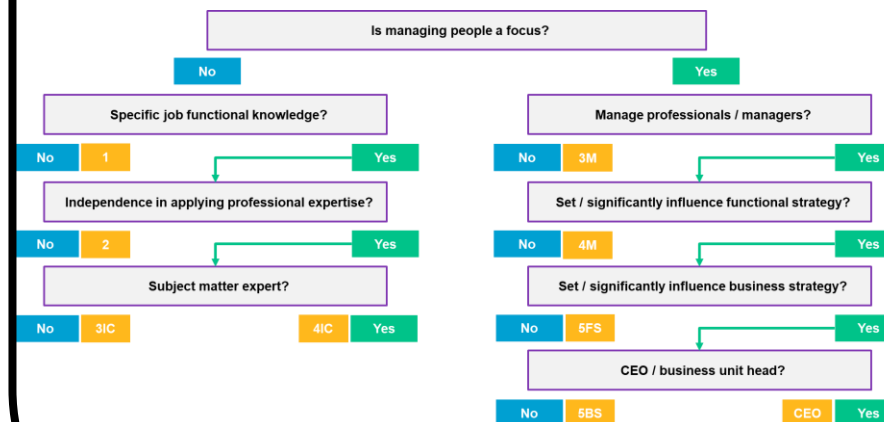
- **Scoping the business:** determining the number of grades required based on company size, geographic breadth and business complexity
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Banding

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Grading

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Job functional knowledge

Business expertise

Leadership

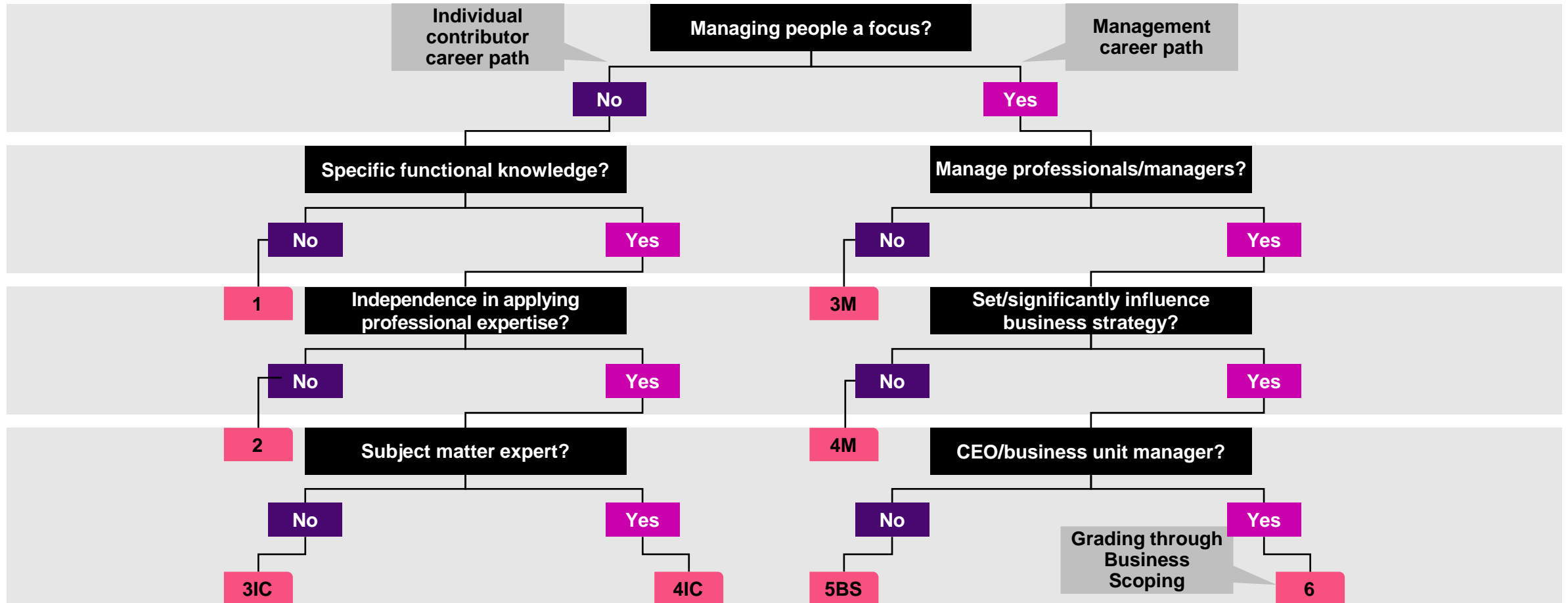
Problem solving

Nature of impact








Area of impact

Interpersonal skills

Banding is based on decision tree logic

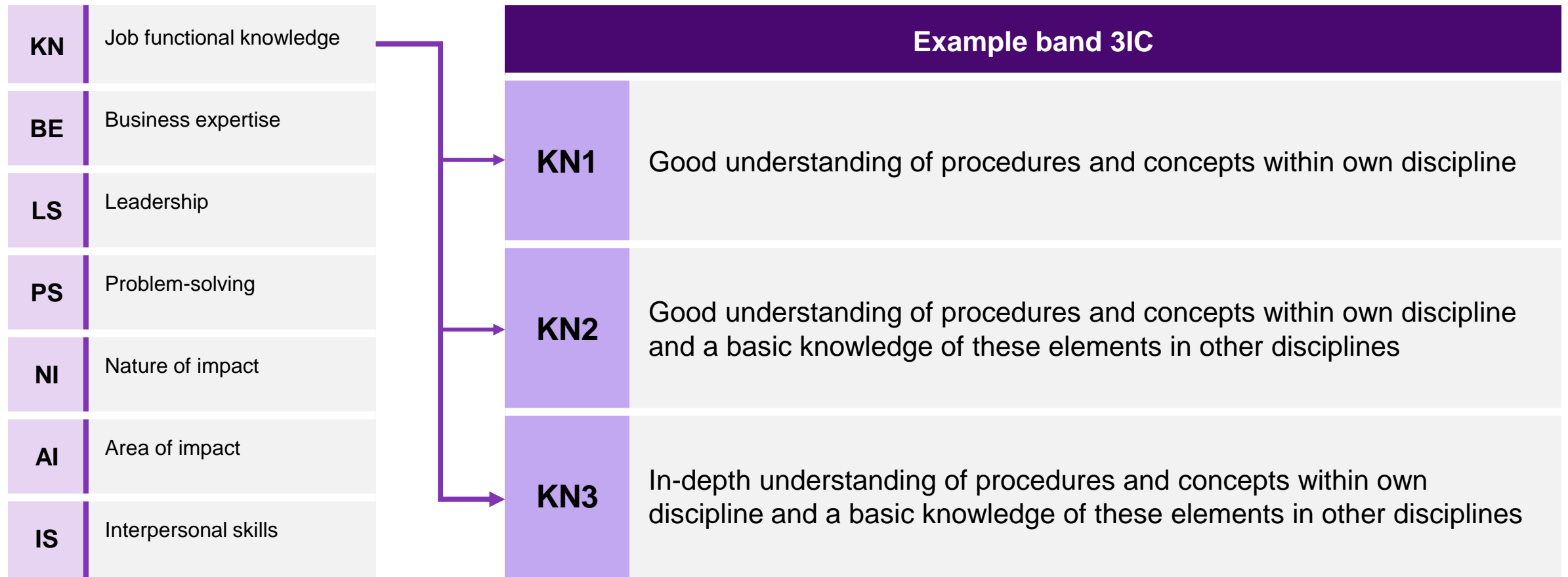


Grading a job by reference to seven factors

Factor	Description	
	Job Functional Knowledge	<ul style="list-style-type: none"> Knowledge of functional work and activities measured through a hierarchy of work extending from “tasks” to “full theory and practice in more than one discipline”
	Business Expertise	<ul style="list-style-type: none"> Knowledge and expertise about the business, rather than about “technical expertise,” measured by establishing gradients of knowledge of the work unit to knowledge of the industry(ies) in which the business functions
	Leadership	<ul style="list-style-type: none"> Leadership and guidance provided to others measured through the nature and breadth of the leadership
	Problem Solving	<ul style="list-style-type: none"> Level of mental/analytical skills required in order to perform a particular job
	Nature of Impact	<ul style="list-style-type: none"> The way the job impacts the business by measuring the associated responsibility Works in tandem with area of impact
	Area of Impact	<ul style="list-style-type: none"> Area of impact which the job has on the business by measuring the specific organisational entities where the impact will be felt. Used in tandem with nature of impact
	Interpersonal Skills	<ul style="list-style-type: none"> Level and type of “people skills” that are normally required in order to perform the job

Every band has its own factor descriptions pre-set in the GGS methodology

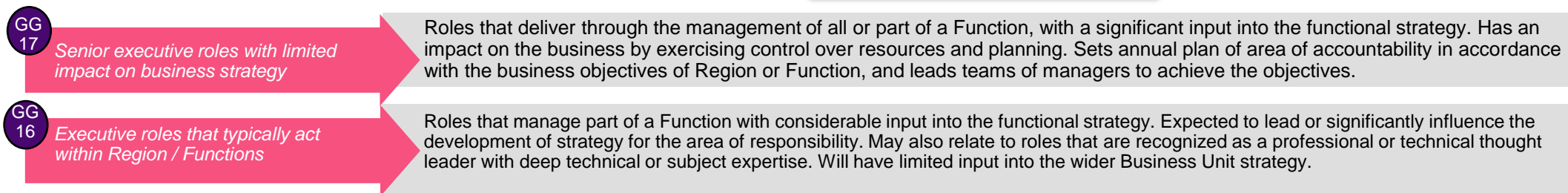
Example band 3IC



Global Grades – broadly defined within an organisation

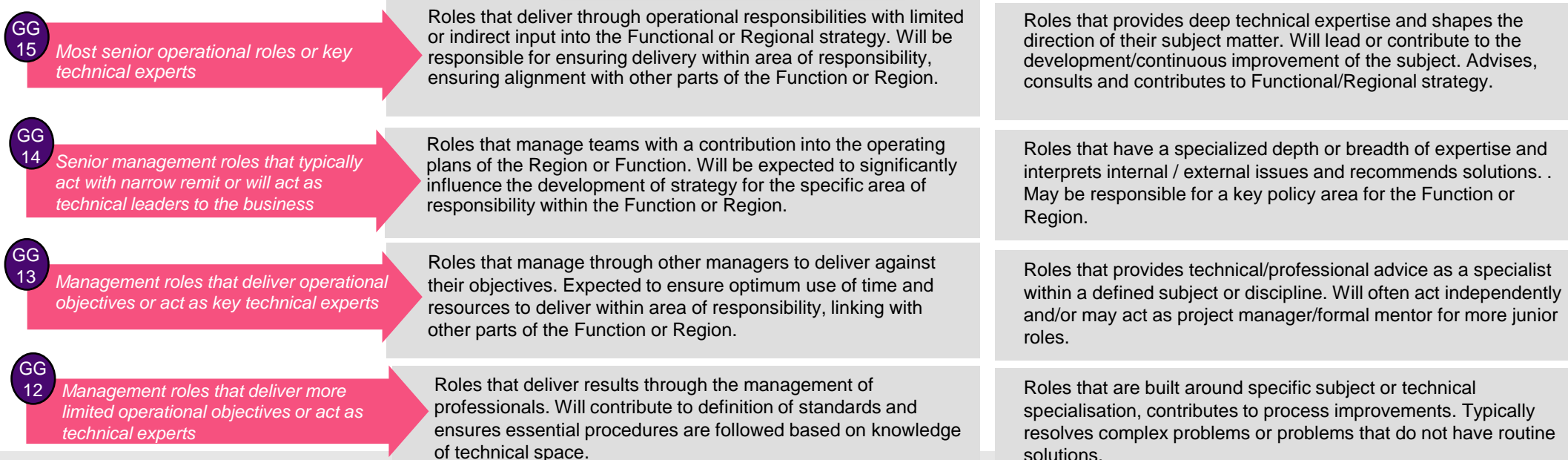
Note: We do not typically provide broad definitions above GG18 as these are highly dependent on organisation nuances and leadership preferences

Management Career Path



Management Career Path

Individual Contributor Career Path



Global Grades – broadly defined within an organisation

Note: We do not typically provide broad definitions above GG18 as these are highly dependent on organisation nuances and leadership preferences



Developing a view for the STRB - Elements for consideration

- The GGS methodology is not adapted for any client organisation as this allows us to maintain a high degree of objectivity.
- The process of assessing job through GGS requires several inputs such as job descriptions, organisation charts and a good understanding of the overall organisation context and culture. While it is not an absolute requirement to have all of these sources, it is often helpful to ensure that the results are being developed with an informed understanding of the situation.
- We level jobs in terms of contribution to the respective school/educational organisation model by reference to our understanding of the scale of accountability, level of resource management and knowledge requirements.
- Additionally, we will also consider the reporting relationship structure as well, e.g. the line manager grade will be the ceiling for the next level in the structure. We prefer to work top-down to ensure that each layer of the organisation is noted in the development of our results.
- The GGS methodology operates on an exponential scale whereby the expectation is that the change from one WTW global grade to another WTW global grade requires substantial changes in the job aspects to merit a higher (or lower) WTW global grade. The GGS methodology does not focus on small changes (e.g. one extra direct report or one additional responsibility) but rather on the significant changes that will require a significant step-change in the deployed capabilities of the job holders (e.g. responsibility for an entire phase as compared to a subject). The scale of step-change would then need to be substantiated by changes in several of our factors (e.g. business expertise, leadership, problem solving and the impact factors) to generate a higher WTW global grade as we consider the scale of changes in terms of the additional demands on the job holder.
- The blunt nature of GGS (i.e. no half grades) means that there is less ability to arrive at assessments that might pick up on subtle changes from one level of job to another. Indeed, the shift from one level of competence to another does not always result in a change of global grade in our experience as we see progression on that exponential scale that requires increasing levels of impact on the organisation to justify grade progression. We see our assessments as representing a viewpoint to be fine-tuned in absolute use.

Developing a view for the STRB - Comments on the specific results

- The blunt, less granular nature of GGS (i.e. no half grades) means that there is less ability for assessments that might pick up subtle changes from one level of job to another (e.g. the different levels of Teacher capability from M1 to UPR3). Indeed, the shift from one level of competence to another does not always result in a change of Global Grade in our experience as we see progression on an exponential scale requiring increasing levels of impact on the organisation to justify grade progression
- This means that when comparing between the existing Teacher bands and the WTW global grades, the degree of change expected from one perspective might not be absolutely mirrored in the other perspective. In reviewing the details of the available job descriptions, we have noted slightly different requirements of the Secondary School roles (e.g. higher problem-solving requirements, broader organisational knowledge) that have led to a difference in WTW global grade as compared to the Primary School jobs at the same level.
- This does not happen in all cases but there tends to be a slightly higher result for Secondary School roles, particularly for the Deputy Head and Head jobs but this is also often due to the perceived greater scale of accountabilities (i.e. headcount and budget) for the Secondary School jobs. For the purposes of our work, we assessed primary schools with illustrative pupil head counts and budgets of (i) 200 pupils and budget £1m and (ii) 400 pupils and budget £1.5m; and secondary schools with (i) 1,000 pupils and budget £5m and (ii) 1,500 pupils and budget £6m.
- We note there is a diverse range of primary school environments in term of size and intake, but these differences do not necessarily lead to differences in job dimensions and hence size of job in our view.
- This also does not mean that Primary School roles are automatically smaller as clearly there will be room for individual teachers to develop and exhibit greater capabilities (e.g. primary UPR teachers are frequently tasked with additional responsibilities), so potentially operating at an equivalent level to the Secondary School jobs. However, based on the information provided to WTW, the results shown on the next pages outline the opinion of WTW on the appropriate relativities from a job design perspective.

WTW equivalence to Teacher Bands

Stage	Primary School	Secondary School
CEO/ Executive Head	GG16	GG17
Head	GG15	GG16
Deputy	GG14	GG14 & GG15
UPR3	GG11 to GG13	GG12 & GG13
5 years	GG11	GG11
M3	GG10	GG10 & GG11
M1	GG9	GG10

Job levelling results for the Primary School jobs

Evaluation summary for the 17 roles made available to WTW

Job Title	Band	Global Grade	KN	BE	LS	PS	NI	AI	IS
Primary, CEO, London	5BS	16		Sized in line with Global Grade of Primary School organisation					
Primary, Head Teacher, North West	4M	15	3	3	2	2	2	2	3
Primary, Head of Academy, Yorkshire and The Humber	4M	15	3	3	2	2	2	2	3
Primary, Deputy Head, East of England	4M	14	3	3	1	2	1	2	3
Primary, Deputy Head, North West	4M	14	3	2	1	2	1	2	3
Primary- Large, Assistant Headteacher & Leader of ITT, NQTs, South West	4M	14	3	3	1	2	1	2	3
Primary-Large, Deputy Head Teacher/Teaching School Director, South West	4M	14	3	3	1	2	1	2	3
Research and Development & Core Subject Leader (UPR 3)	4IC	13	1	2	1	2	1	2	2
Primary, Lead Teacher (SRP), South East (UPR 3)	3M	12	3	2	3	2	2	3	3
Primary, EYFS Manager (TLR Post holder), South West (UPR 3)	3M	11	2	2	3	2	2	3	3
Primary, Class Teacher, North West (5 years)	3IC	11	2	3	3	1	1	2	3
Primary, KS2 Class Teacher, Yorkshire & The Humber (5 years)	3IC	11	2	2	3	2	2	2	3
Primary, KS2 Teacher, East of England (M3)	3IC	10	2	1	2	2	2	2	2
Primary, KS2 Teacher, West Midlands (M3)	3IC	10	2	1	2	2	2	2	2
Primary, Class Teacher, East of England (M1)	3IC	9	2	1	2	1	1	1	2
Primary, Classroom Teacher, East Midlands (M1)	3IC	9	2	1	2	1	1	1	2
Primary, KS1 Teacher, London (M1)	3IC	9	2	1	1	2	1	1	2

Job levelling results for the Secondary School jobs

Evaluation summary for the 19 roles made available to WTW

Job Title	Band	Global Grade	KN	BE	LS	PS	NI	AI	IS
Secondary, CEO, West Midlands & Secondary, CEO, North East	6	17							
Sized in line with Global Grade of Secondary School organisation									
Secondary, Executive Head, South West, Secondary-large, Executive Head, South East	5BS	16	2	3	3	2	2	2	3
Secondary-large, Deputy Head - Quality of Education, Yorkshire and The Humber	4M	15	2	3	1	2	3	3	2
Secondary, Assistant Principal, North West	4M	15	2	3	1	2	3	3	2
Secondary, Vice Principal, North East	4M	15	2	3	1	2	3	3	2
Secondary, Assistant Head, East of England	4M	14	1	2	1	2	2	2	3
Secondary, Head of Modern Foreign Languages, West Midlands (UPR 3)	4M	13	2	2	1	1	1	2	2
Secondary, Head of Business and Economics, London (UPR 3)	4M	13	2	1	1	2	1	2	2
Secondary, Teacher of Arabic & Director of Learning, North West (UPR 3)	3IC	12	3	3	4	3	3	3	3
Secondary, Teacher of Physical Education, South East (5 years)	3IC	11	2	2	3	2	2	2	3
Secondary, RE & Sociology Teacher, East Midlands (5 years)	3IC	11	3	2	1	3	2	1	2
Secondary, Teacher of Art & Design, East Midlands (5 years)	3IC	11	3	2	1	3	2	1	2
Secondary, Teacher of Business, East of England (M3)	3IC	11	2	2	2	3	2	2	2
Secondary, RE Teacher, London (M3)	3IC	10	2	2	2	3	2	1	2
Secondary, Teacher of English, East Midlands (M3)	3IC	10	2	2	1	3	2	1	2
Secondary, Maths Teacher, South West (M1)	3IC	10	2	2	2	2	2	1	2
Secondary, English Teacher, London (M1)	3IC	10	2	2	1	3	2	1	2

Comparison to the other levelling methodologies

- In terms of a comparison to other job levelling methodologies, WTW's GGS is designed to short-cut the required time and uses a set of established and pre-set assumptions about the way that different jobs operate in an organisation, but to allow this, it has to be a blunt tool in that WTW have limited the space for decision making and also does not dwell on small differences between jobs.
- Other job levelling methodologies can be more granular in that Korn Ferry Hay with the overall points score, which is then translated into a Hay reference level.
- Equally the comparison of underlying Korn Ferry Hay points does not quite correlate with our understanding of a read-across to WTW Global grades and this may mean that certain assessments may well be on the borderline between some of our WTW global grades.
- In this sense, a WTW global grade can be viewed as a Hay job reference level, but it should be noted that there is no absolute automatic read-across between the different methodologies due to;
 - The WTW global grade depends on the overall ceiling of the organisation and the band that is then applied.
 - Neither of these concepts, business scoping or bands, exist in the Hay methodology and hence allows for a bottom-up assessment that may influence the wiser application of the methodology.
- We would therefore suggest that any read-across work needs to be treated carefully as context may be a very important influence on the final outcome.



UK Pay Benchmarking Review

Methodology for our pay analysis

The primary objective of this exercise is to provide clear, transparent assessments, using consistent survey data & methodology. We have outlined below an overview of key factors applied in preparing the assessments in this pack.

- **Global Grading:** we have identified peer roles from the respective surveys using our proprietary Global Grading (GG) methodology. A Global Grade ensures the role is being compared to other roles of a similar size in terms of expected skill-set, experience and accountabilities. We have looked at all roles regardless of specific job family.
- **2023 Manufacturing, Distribution and Services Total Rewards Survey — United Kingdom:** we have selected this WTW survey as we believe it is the most relevant survey (despite the current title) for the STRB given over 900 participating organisations (please appendix A) and offers a very robust sample across multiple industries, including retail, engineering, media, technology and aviation as examples. We have also used a UK National view to develop our view of the competitive landscape. The market assessments have been prepared based on the assigned global grade for the respective roles. All data is as of July 1st 2023 and has not been adjusted or aged.
- **School teachers' pay and conditions document (STPCD) 2023/24 and guidance on school teachers' pay and conditions — United Kingdom:** we have selected this government guidance to provide a more specific market view of teachers' pay currently.
- We have provided information (at the 25th, 50th and 75th percentiles) on the following elements; base salary, target bonus opportunity, target total cash, car allowance, eligibility for target bonus opportunity and eligibility for car allowance.

Our market assessments are not recommendations and are intended only to provide a market reference point. The market assessments are intended to reflect pay levels for fully competent and experienced individuals. However, it is usual for pay levels to vary around our assessments depending on the individual's experience, profile, time in job, level of performance and any premium paid on recruitment

Base Salary Data comparison between WTW sources and STPCD guidelines

WTW Data (2023)*

Teacher Band		Global Grade	P25	P50	P75
Leadership	CEO/ Executive Head	17	£136,867	£161,882	£192,500
	Head	16	£110,000	£127,050	£148,900
		15	£85,280	£97,600	£113,300
Deputy		14	£69,680	£80,250	£93,280
		13	£58,940	£67,800	£78,030
Upper Pay Range roles	UPR1 – UPR3	12	£48,483	£56,000	£65,014
5 years experienced Teacher	M5-6/ UPR1-3	11	£41,865	£48,736	£56,925
Qualified Teacher having completed ECT	M3 – M6	10	£33,189	£39,001	£45,624
Early Career Teacher (ECT)		M1 – M2	9	£28,579	£34,175

STPCD guidelines (2023/24)**

Teacher Band		England (excl. London)	London Fringe	Outer London	Inner London
Leadership	L1-L43	£47,185-£131,056	£48,484-£132,352	£50,929-£134,765	£56,100-£139,891
Upper Pay Range roles	UPR1 – UPR3	£43,266-£46,525	£44,579-£47,839	£47,592-£51,179	£52,526-£56,959
5 years experienced Teacher	M5-6/ UPR1-3	£38,330-£46,525	£39,687-£47,839	£42,654-£51,179	£44,615-£56,959
Qualified Teacher having completed ECT	M3 – M6	£33,814-£41,333	£35,204-£42,689	£38,219-£46,001	£40,318-£47,666
Early Career Teacher (ECT)	M1 – M2	£30,000-£31,737	£31,350-£33,150	£34,514-£36,320	£36,745-£38,491

Our observations

- WTW data sources show a **larger salary range** than STPCD guidelines for all teacher bands excluding Deputy Heads.
- WTW data sources generally show **more competitive pay ranges** than STPCD guidelines (excluding P25 of M1 and M2)
- STPCD data shows **more competitive minimum wages** than WTW data for **M1 and M2 pay ranges**. This could be because the STPCD guides pay for *public* sector teachers, thus proposing the national living wage, whereas WTW data focuses primarily on *private* sector organisations which may pay the less competitive, minimum wage, at lower levels.

* The equivalence between school roles and WTW Global Grades is summarised on page 23.

**Source: School teachers' pay and conditions document 2023 and guidance on school teachers' pay and conditions - https://assets.publishing.service.gov.uk/media/652950f96b6bf0014b7564d/2023_STPCD.pdf

Comparison of WTW base salary data with STPCD pay guidance

(1/2) Teacher roles

Our observations

- WTW data sources show that STPCD pay guidance on 2023/24 teacher's pay is primarily within the typical range of base salaries in the market, however, it is at the **lower end of this range for teacher levels M3 to UPR3.**

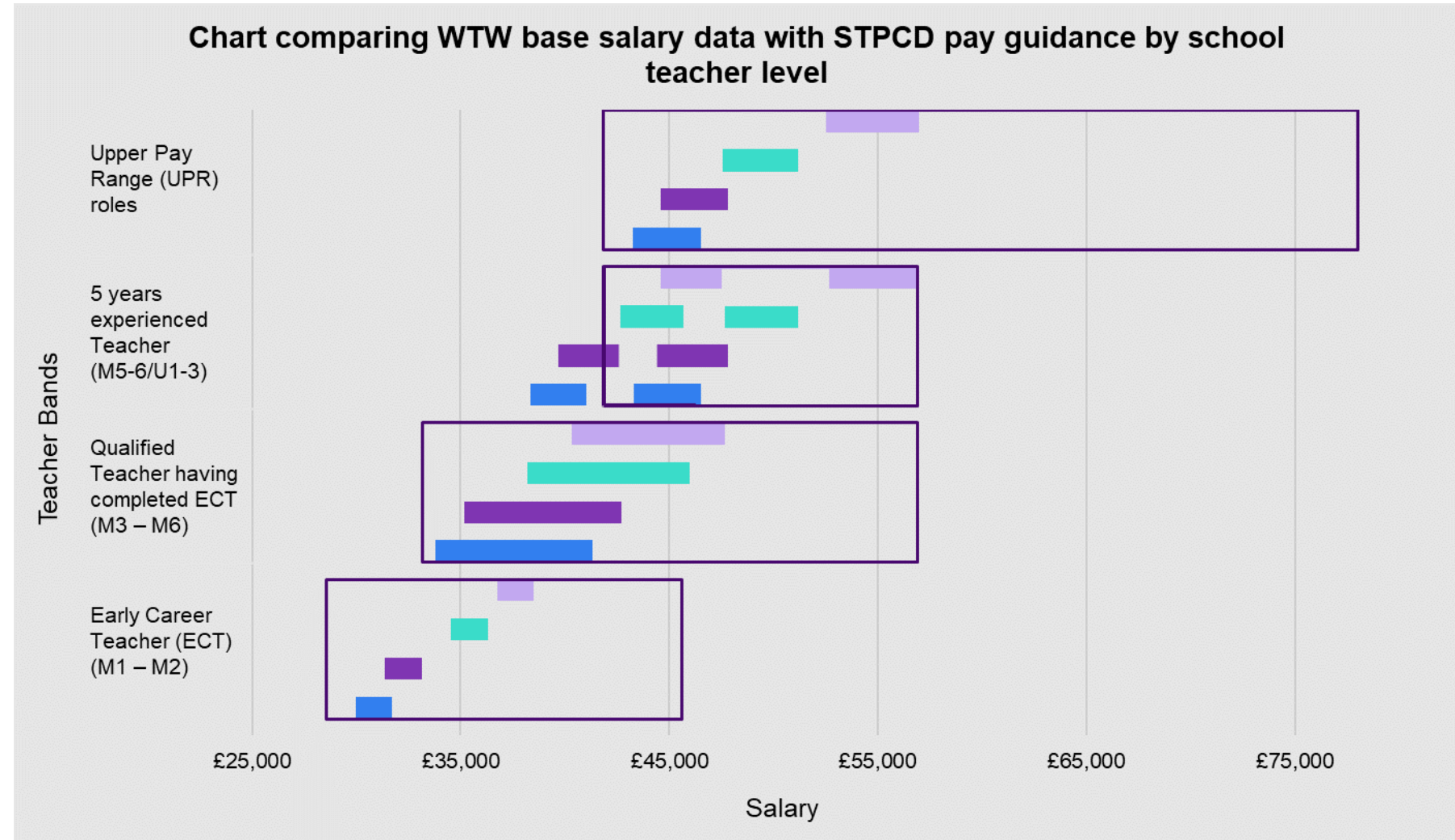
KEY

STPCD pay guidance by region

- England (excl. London)
- London Fringe
- Outer London
- Inner London

WTW market data

Difference between 25th and 75th percentile (see previous page).



Comparison of WTW base salary data with STPCD pay guidance

(2/2) Leadership roles

Our observations

- WTW data sources show that STPCD pay guidance for **primary school** Head and Deputy Head teachers is **at the lowest end, if not below, the market base salary data.**
- However, STPCD pay guidance for **secondary school** Head and Deputy Head teachers, tends to be **relatively more in line with market base salaries.**

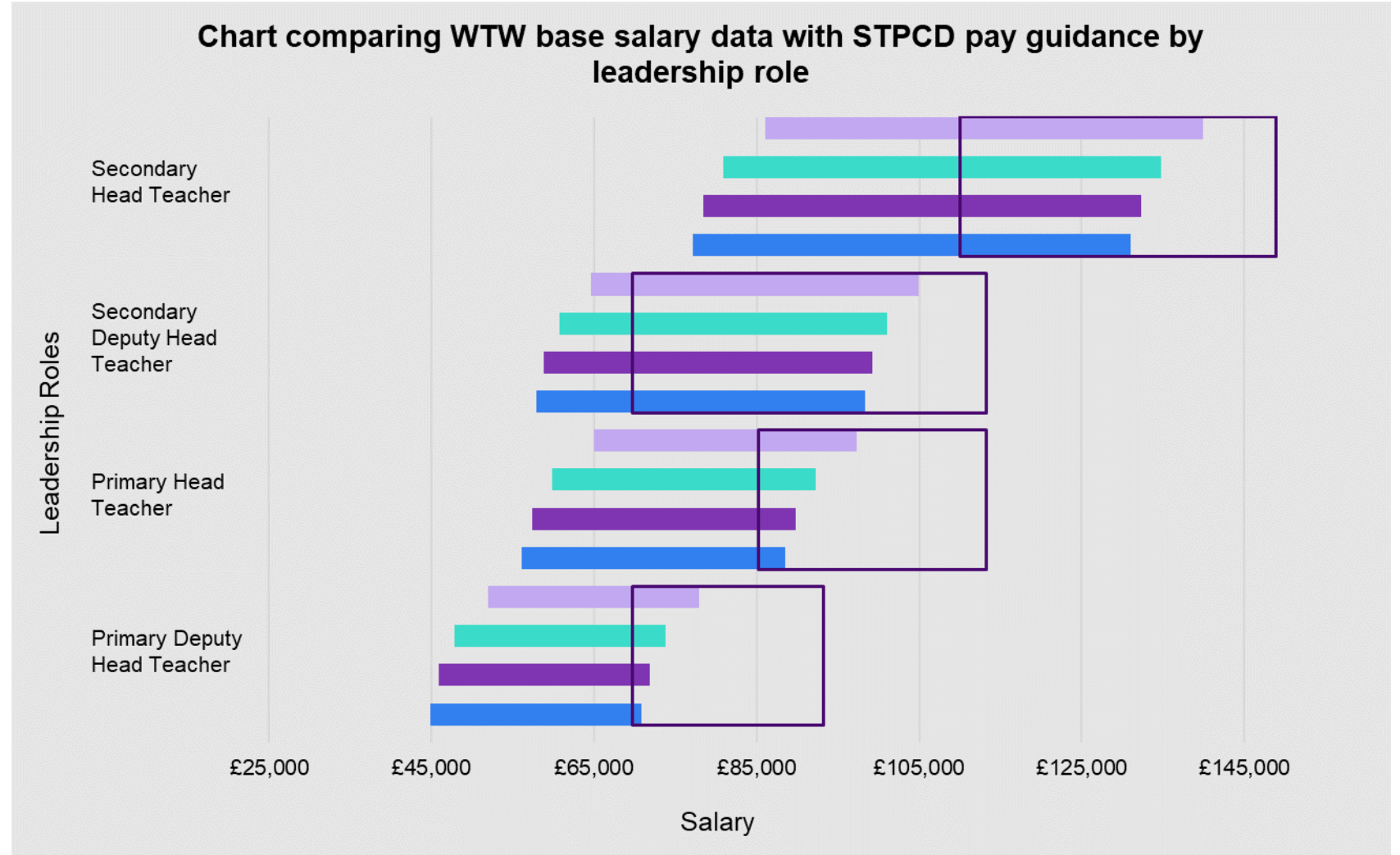
KEY

STPCD pay guidance by region

- England (excl. London) ■ London Fringe
- Outer London ■ Inner London

□ WTW market data

Difference between 25th and 75th percentile (see next page).



*Head teacher pay ranges are based on STPCD Head teacher groups 2-4 (primary schools) and groups 6-8 (secondary schools). Deputy Head ranges are based on STPCD guidance and OME analysis of School Workforce data.

Adding further elements that we would expect to see

Target Performance Bonus and Target Annual Compensation

WTW Data (2023)

Teacher Band		Global Grade	Annual Base Salary			Target Performance Bonus as % Annual Base Salary			Target Total Annual Compensation			% Eligible for Performance Bonus
			P25	P50	P75	P25	P50	P75	P25	P50	P75	
CEO/ Executive Head		17	£136,867	£161,882	£192,500	25.0%	30.0%	35.0%	£168,000	£206,178	£257,250	80.4%
Head		16	£110,000	£127,050	£148,900	20.0%	25.0%	27.0%	£128,397	£154,228	£184,275	77.0%
		15	£85,280	£97,600	£113,300	15.0%	18.0%	20.0%	£96,272	£113,363	£135,000	76.5%
Deputy		14	£69,680	£80,250	£93,280	10.0%	15.0%	18.0%	£76,007	£90,200	£108,239	70.4%
		13	£58,940	£67,800	£78,030	10.0%	11.0%	15.0%	£63,921	£74,195	£86,849	68.8%
Upper Pay Range roles	UPR1-UPR3	12	£48,483	£56,000	£65,014	9.0%	10.0%	12.5%	£51,150	£59,907	£70,602	59.6%
		11	£41,865	£48,736	£56,925	7.0%	10.0%	10.0%	£44,000	£51,320	£60,861	54.8%
5 years experienced Teacher	M5-6/UPR1-3	11	£41,865	£48,736	£56,925	7.0%	10.0%	10.0%	£44,000	£51,320	£60,861	54.8%
Qualified Teacher having completed ECT	M3 – M6	10	£33,189	£39,001	£45,624	5.0%	7.5%	10.0%	£34,000	£40,388	£47,840	47.1%
Early Career Teacher (ECT)	M1 – M2	9	£28,579	£34,175	£40,295	5.0%	7.5%	10.0%	£29,687	£35,823	£42,609	41.1%

Our observations

- The make-up of reward in the private sector typically include the use of **bonus payments and other allowances**.
- WTW data sources also show that staff at **higher levels** are **usually eligible for performance bonuses**.
- The target bonus is **not an entitlement** to a set figure.

Note that additional elements such as car allowance and pension are not included in this table.

Comparison of WTW target total annual compensation data with STPCD pay guidance

(1/2) Teacher roles

Our observations

- WTW data sources show that STPCD pay guidance is typically at the **lowest end of the market for target total annual compensation**, for all levels excluding M1.
- However, teachers do receive additional favourable compensation and benefits (pension, annual leave entitlement) that are not reflected in this data but should be considered (see page 35).

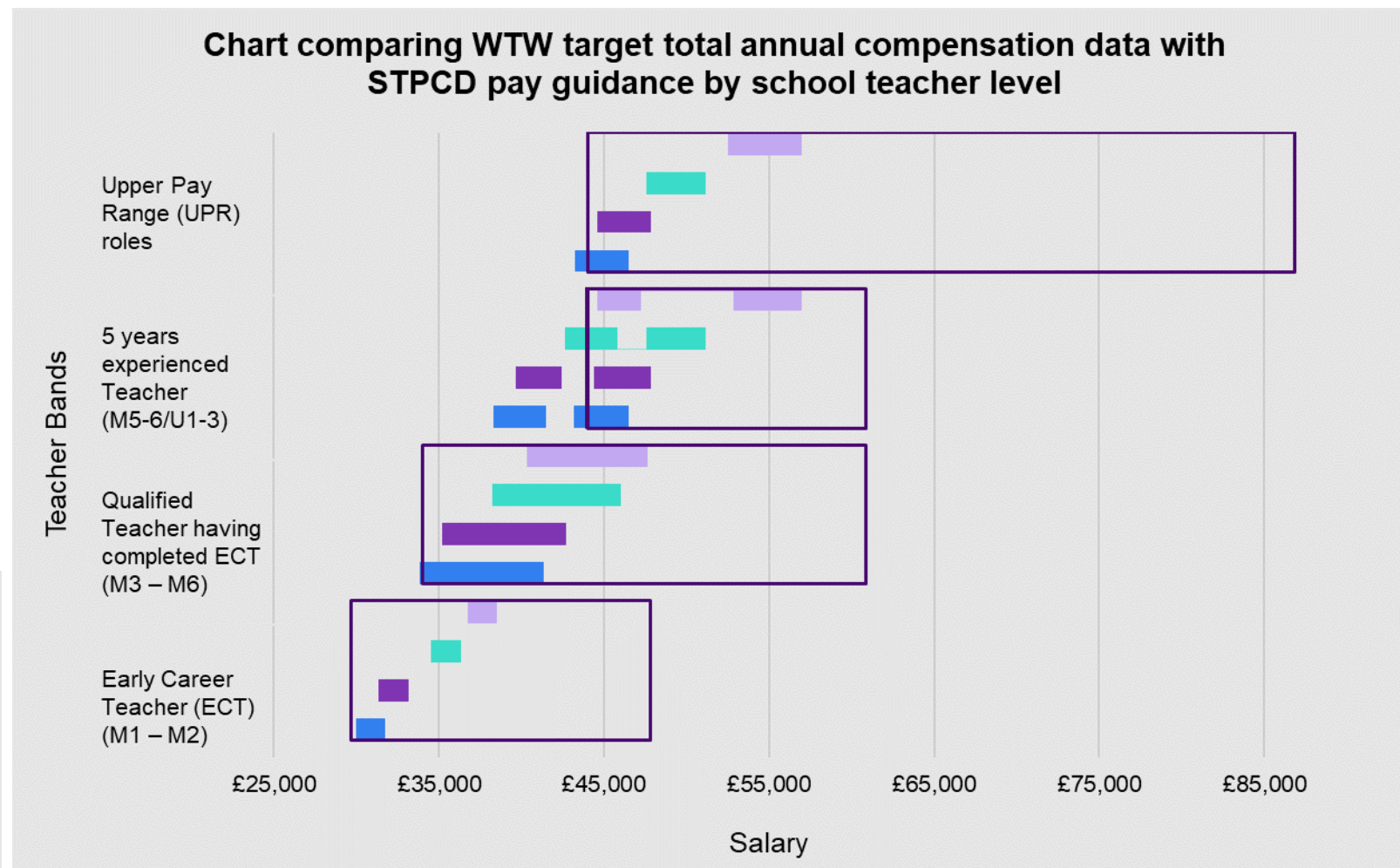
KEY

STPCD pay guidance by region

- England (excl. London) ■ London Fringe
- Outer London ■ Inner London

WTW market data

Difference between 25th and 75th percentile (see previous page).



Comparison of WTW target total annual compensation data with STPCD pay guidance

(2/2) Leadership roles

Our observations

- There is a **large difference** between WTW data and STPCD pay guidance **at all Deputy Head and Head teacher levels (primary and secondary school)**, which may be because WTW data focuses primarily on *private* sector organisations which tend to pay larger bonuses at these higher levels than *public* sector teachers might receive.

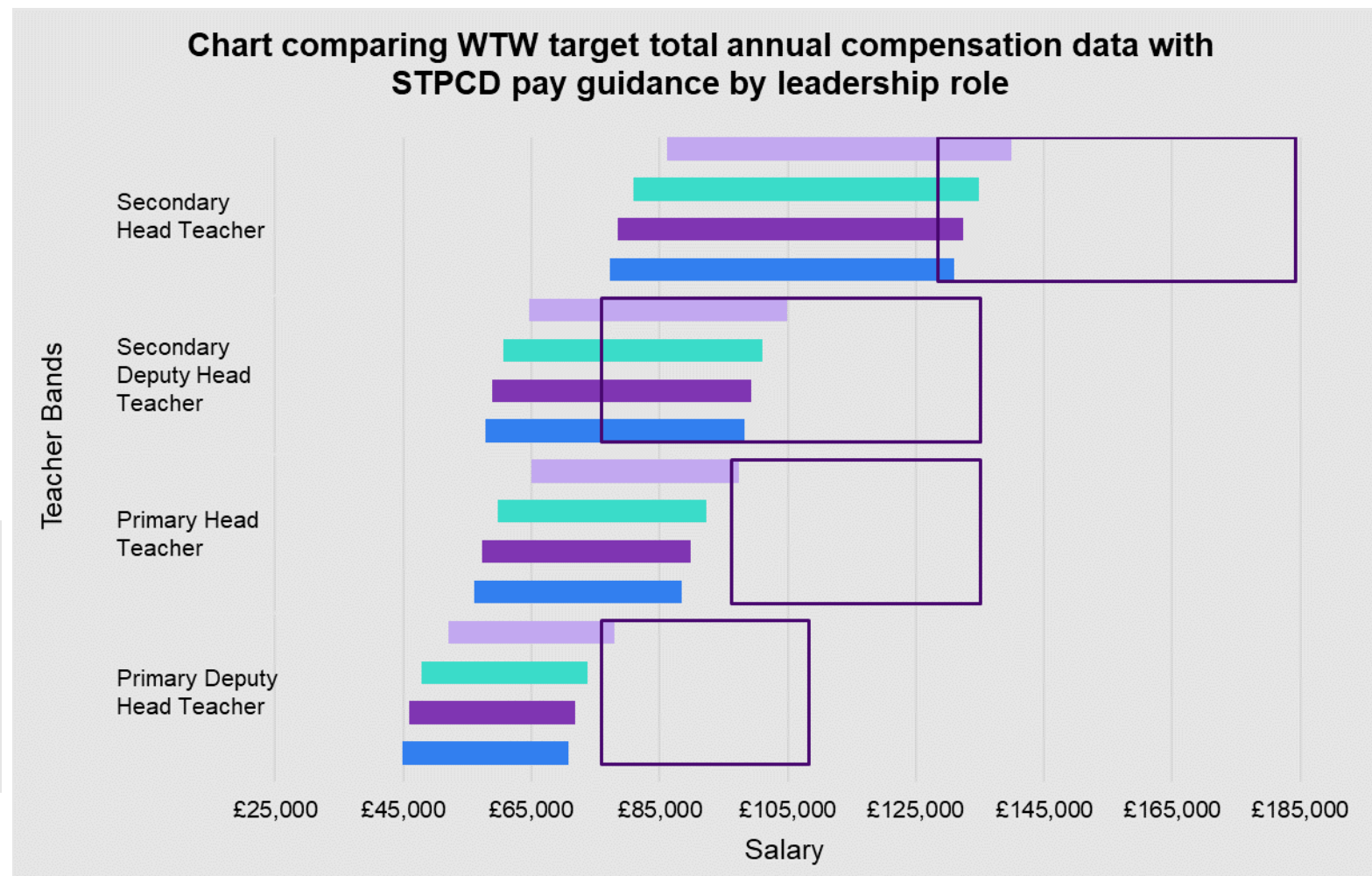
KEY

STPCD pay guidance by region

- England (excl. London)
- London Fringe
- Outer London
- Inner London

WTW market data

Difference between 25th and 75th percentile (see page 32).



*Head teacher pay ranges are based on STPCD Head teacher groups 2-4 (primary schools) and groups 6-8 (secondary schools). Deputy Head ranges are based on STPCD guidance and OME analysis of School Workforce data.

Considering impact of other elements of compensation & benefits

Be careful on how to consider the overall conclusions



- In the experience of WTW, it is clear that there are differences in the approach to base salary and total cash between the different sectors considered in this review.
- This also extends to the use of pensions and benefits. For example, current Teacher arrangements for pensions and annual leave would tend to compare very favourably against the typical private sector pension (5% to 8% employer contributory scheme) and the typical private sector annual leave entitlement of up to 25 days per year.
- It is also noted that arrangements for TLR payments, which reward additional leadership and management responsibilities undertaken by classroom teachers, would also be an additional consideration when looking at the total package for teacher. It can also be argued that there are often great opportunities for training and development in the teaching sector.
- This is however compensated by the private sector use of benefits such as private medical insurance or the more common use of hybrid working practices, which are not prevalent in the teaching sector.
- This means any comparison should be made with reference to the total package and it is not uncommon in our experience for organisations to knowingly trade-off different elements of their packages against other organisations/sectors.

Appendix A: Compensation Survey Participant List

Participant list

2023 Manufacturing, Distribution and Services Total Rewards Survey – United Kingdom

▪ 1&1 Internet	▪ Services	▪ Amarin Corporation	▪ Argus Media	▪ Axalta Coating Systems	▪ Carrier Services
▪ 1WorldSync	▪ Aesop	▪ Amazon.com	▪ Arqiva	▪ B&Q	▪ Biffa
▪ A+E Networks	▪ Affidea	▪ AMC Networks	▪ Arrow Electronics	▪ B. Braun	▪ Bilfinger
▪ AA - The Automobile Association	▪ Affinity PetCare	▪ American Express Global Business Travel	▪ Arval	▪ Babcock International	▪ Bio Products Laboratory
▪ AB Agri	▪ Affinity Water	▪ American Sugar Refining	▪ Arvato SCM	▪ BAE Systems	▪ Biocair
▪ AB World Foods	▪ AGCO	▪ AmerisourceBergen	▪ Ascensia Diabetes Care	▪ Bain & Company	▪ Biogen
▪ ABB (Asea Brown Boveri)	▪ Agilent Technologies	▪ AMETEK	▪ Ascential	▪ Baker Hughes	▪ BioNTech
▪ Abbott Laboratories	▪ AgReserves	▪ Amey	▪ ASML	▪ Balfour Beatty	▪ Bio-Rad Laboratories
▪ AbbVie	▪ Air Partner	▪ Amgen	▪ ASOS	▪ Ball	▪ Bishop Fleming
▪ Abcam	▪ Airbn	▪ Amino Communications	▪ Associated British Foods	▪ Barna Steel	▪ Bleckmann
▪ ABM Industries	▪ Airbus Group (EADS)	▪ Amway	▪ Associated British Ports	▪ Barry Callebaut	▪ Bloomberg
▪ Accenture	▪ Airwair International	▪ Anchor	▪ Associated Press	▪ Baxter	▪ Bloomsbury
▪ AccuRx	▪ AKQA	▪ Anglian Water	▪ Assystem	▪ Bayer	▪ Bluebeam
▪ Ace & Tate	▪ Al Jazeera	▪ Anglo American	▪ Astellas Pharma	▪ BBC	▪ Blueprint Medicines
▪ Acer	▪ Alchemab Therapeutics	▪ Angular Group	▪ AstraZeneca	▪ BBD Software	▪ BMG Rights Management
▪ Acronis	▪ Alcoa	▪ ANS Group	▪ ASUSTeK Computer	▪ BCA Marketplace	▪ BMI Group
▪ Acteon	▪ Alexander Mann Solutions	▪ AO World	▪ atai Life Sciences	▪ BCW - Burson Cohn & Wolfe	▪ BMJ - British Medical Journal
▪ Acteon Group	▪ Aliaxis	▪ Apache	▪ Atos	▪ BDO	▪ Boden
▪ Acxiom	▪ Align Technology	▪ Apellis Pharmaceuticals	▪ Atotech	▪ Beauty Pie	▪ Boehringer Ingelheim
▪ Adam Matthew Digital	▪ ALK	▪ APL Logistics	▪ Audley Travel	▪ Bechtel	▪ Boeing
▪ Adaptimmune	▪ All3Media	▪ Apple	▪ Auto Trader	▪ Beckman Coulter	▪ Bombardier
▪ Adarma Security	▪ Allegion	▪ Applied Materials	▪ Autodesk	▪ Becton Dickinson	▪ Booking.com
▪ ADC Therapeutics	▪ Allfunds Tech	▪ Appsbroker	▪ Automatic Data Processing	▪ Believe Digital	▪ Bose
▪ Addison Lee	▪ Alliance Medical	▪ AptarGroup	▪ Automattic	▪ Belron International	▪ Boston Consulting Group
▪ Adecco Group	▪ Allianz Technology	▪ Aptiv	▪ Avaloq	▪ Belron UK	▪ Boston Scientific
▪ Adevinta	▪ Allied Bakeries	▪ AQA	▪ Avana	▪ BentallGreenOak	▪ Bourne Leisure
▪ Adidas	▪ Allison Transmission	▪ Arcadis	▪ Avanos Medical	▪ Bentley Motors	▪ BP
▪ Adient	▪ Allnex	▪ Arco	▪ Avery Dennison	▪ Bespak	
▪ Advantech	▪ Allstate	▪ Arconic	▪ Avis Budget Group	▪ BestSecret	
▪ AECOM	▪ Almac Group	▪ Argenx	▪ Avnet	▪ Bettys & Taylors of Harrogate	
▪ Aegon Global Technology	▪ Almirall		▪ AXA Group Operations	▪ BICS - Belgacom International	

Participant list

2023 Manufacturing, Distribution and Services Total Rewards Survey – United Kingdom

▪ BPA	▪ Canadian Solar	▪ CGI - Conseillers en Gestion et Informatique	▪ Collinson	▪ CWT	▪ Dormakaba
▪ Brainlab	▪ Canon	▪ CGTN Europe	▪ Colt Technology	▪ Cytiva	▪ Dow Chemical
▪ BrandSafway	▪ Canon (Europe)	▪ Chanel	▪ Columbia Sportswear	▪ Daiichi Sankyo	▪ DPD Group
▪ Bristol Myers Squibb	▪ Canon Medical Research Europe	▪ Channel 4	▪ Comcast Cable Corporation	▪ Daily Mail and General Trust	▪ Drax Power Group
▪ British Airways	▪ Canvas8	▪ Charles River Laboratories	▪ CommScope	▪ Dana	▪ Drees & Sommer
▪ British Engines	▪ Capgemini	▪ Checktrade.com	▪ Compare the Market	▪ Danaher	▪ Driven Brands
▪ British Heart Foundation	▪ Capri Holdings	▪ Cheniere Energy	▪ Compass	▪ Dassault Systèmes	▪ Duncan & Toplis
▪ British Medical Association	▪ Capri Sun	▪ Chevron Phillips Chemical	▪ Compass UK and Ireland	▪ Databricks	▪ DXC Technology
▪ British Sugar	▪ Capricorn Energy	▪ Chugai Pharmaceutical	▪ Computacenter	▪ De La Rue	▪ E.ON
▪ Britvic	▪ Card Factory	▪ Chugai Pharmaceutical UK	▪ Conduent	▪ Dedalus	▪ Easee
▪ Broadridge Financial Solutions	▪ Cargill	▪ Church & Dwight	▪ Conga	▪ Delinian	▪ Eastman Chemical
▪ Brooks Sports	▪ Carl Zeiss	▪ Cimpress	▪ Connells Group	▪ Deliverect	▪ Easyfairs
▪ BSI - British Standards Institution	▪ Carnival	▪ CIRCOR International	▪ Consult Red	▪ Deliveroo	▪ EasyJet
▪ BT Global Services	▪ Catalent Pharma Solutions	▪ Cisco Systems	▪ ConvaTec	▪ Dell	▪ Eaton
▪ Bunq	▪ Cathay Pacific Airways	▪ City & County Healthcare	▪ Co-operative Group	▪ Deloitte	▪ eBay
▪ Burberry	▪ CBRE Group	▪ City ID	▪ CooperSurgical	▪ Dentsu Aegis Network	▪ EBSCO Information Services
▪ Bute Energy	▪ CBRE GWS	▪ Claire's	▪ CooperVision	▪ Derivco	▪ ECOBAT Technologies
▪ ByteDance	▪ CDW	▪ Claranet	▪ Corning	▪ Dexcom	▪ Ecolab
▪ C & J Clarks	▪ Cegedim	▪ Clarios	▪ Correla	▪ DFS	▪ Economist Group
▪ Cabot	▪ Celanese	▪ ClearCourse Partnership	▪ Corsearch	▪ DHL Aviation	▪ Ecotone
▪ Cadent Gas	▪ Cellnex	▪ Clinigen Group	▪ Cox Enterprises	▪ DHL eCommerce	▪ EDF Energy
▪ CAE	▪ Central Asia Metals	▪ Cloud21	▪ Crealogix	▪ DHL Express	▪ eDreams Odigeo
▪ CALA Group	▪ Centrica	▪ CMR Surgical	▪ Croda	▪ DHL Global Business Services	▪ Edrington Group
▪ Calor Gas	▪ Cepheid	▪ CNH Industrial	▪ CSL	▪ DHL Global Forwarding	▪ Edwards Lifesciences
▪ Calyx	▪ Cereform	▪ Coca-Cola	▪ CTIL - Cornerstone Telecommunications Infrastructure	▪ DHL Supply Chain	▪ Egger
▪ Cambridge Consultants	▪ Ceres Power	▪ Codorniu	▪ Currys	▪ Diebold Nixdorf	
▪ Cambridge University Press & Assessment (CUPA)	▪ CF Industries	▪ Cofra Holding	▪ Curtis Brown Group	▪ Digby Wells Environmental	
▪ Camelot	▪ CGG	▪ Cognizant	▪ Cushman & Wakefield	▪ Digital Mobile Spectrum	
				▪ Digital Realty	

Participant list

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▪ Eisai	▪ Essential Pharma	▪ Flix SE	▪ GE Power Portfolio	▪ Greencore Group	▪ Hearst
▪ Electrical Contractors' Association	▪ Essex County Council	▪ Flowserve	▪ GE Renewable Energy	▪ Greene King	▪ Heathrow Airport
▪ Electricity North West	▪ Esteve Pharmaceuticals	▪ Fluor	▪ Generac Power Systems	▪ Greene, Tweed and Co.	▪ HELLO! Magazine
▪ Electrium	▪ Etex	▪ Flutter Entertainment	▪ General Dynamics Mission Systems	▪ GreenSquareAccord	▪ HelloFresh
▪ Electronic Arts	▪ Ethypharm	▪ FNZ	▪ General Electric	▪ Greif	▪ Heroux-Devtek
▪ Element Materials Technology	▪ Euroapi	▪ Foot Locker	▪ Genesis Analytics	▪ Grey	▪ Hertz
▪ Elementis	▪ Euronet Worldwide	▪ Footasylum	▪ Genus	▪ Grosvenor Group	▪ Hexcel
▪ ELEXON	▪ Everton Football Club	▪ Forbes	▪ Germaines	▪ GroupM	▪ High Speed Two (HS2)
▪ Eli Lilly	▪ Evoqua Water Technologies	▪ Fortive Corporation	▪ Gerson Lehrman Group	▪ Groupon	▪ Highways England
▪ Embecta	▪ Evotec	▪ Fortnum & Mason	▪ Getty Images	▪ Grünenthal Pharma	▪ Hill & Knowlton
▪ Emerald	▪ Evri	▪ Foundever	▪ GHD Consulting	▪ GSM Association	▪ Hilton Worldwide
▪ Emerson Electric	▪ Exclusive Networks	▪ Fourth Floor Creative	▪ Gilead Sciences	▪ Guardian News & Media	▪ Hines
▪ End Clothing	▪ Expedia	▪ Fraikin	▪ Gigaclear	▪ Guerbet	▪ Hirose Electric
▪ Enovis	▪ Experian	▪ Francis Crick Institute	▪ Gilead Sciences	▪ GWI	▪ Hitachi Europe
▪ EnPro Industries	▪ Expleo Group	▪ Fred Perry	▪ GKN Aerospace	▪ GXO Logistics	▪ Hitachi Vantara
▪ Entain	▪ Faiveley Transport	▪ Freemans Grattan Holdings	▪ Glanbia Group Services	▪ Hach	▪ Hogarth Worldwide
▪ Enviri	▪ FANUC	▪ FremantleMedia Group	▪ GlaxoSmithKline	▪ Haemonetics	▪ Holiday Extras
▪ Envista Holdings	▪ Farfetch	▪ Freudenberg	▪ Global Media Group Services	▪ Haier Europe	▪ Holland and Barrett
▪ Eppendorf	▪ Fedrigoni	▪ FTI Consulting	▪ Global Payments	▪ Haleon	▪ HomeServe
▪ Epson	▪ Fenwick	▪ Fugro	▪ Global Switch	▪ Halfords	▪ Honeywell
▪ Equal Experts	▪ Ferguson Group Services	▪ Fujitsu	▪ Globalization Partners	▪ Halliburton	▪ Hong Kong Aircraft Engineering Company Limited
▪ Equifax	▪ Ferrari	▪ Galapagos	▪ Globeleq	▪ Haribo Holding	▪ Horiba
▪ Equinix	▪ Fieldcore	▪ Gambling Commission	▪ Glory Global Solutions	▪ Harland & Wolff	▪ Hortifrut
▪ Equisoft	▪ Fifth Season	▪ Games Global	▪ Golden Charter	▪ Harley-Davidson	▪ Hotel Chocolat
▪ Ergomed	▪ Financial Times	▪ Gamma Telecom	▪ Good Energy	▪ Harman International Industries	▪ Hotelbeds
▪ Ericsson	▪ Finning International	▪ Gap	▪ Google	▪ Harrods	▪ Howdens Joinery
▪ Ernst & Young	▪ FirstGroup	▪ Garrett - Advancing Motion	▪ GOUSTO	▪ Havas Group	▪ HP Inc.
▪ Esaote	▪ FIS	▪ Gates	▪ Graco	▪ Haworth	
▪ ESB	▪ FitFlop	▪ GE Aerospace	▪ Grant Thornton (United Kingdom)	▪ HCA Healthcare	
▪ Esko	▪ Flamingo Horticulture	▪ GE HealthCare Technologies	▪ Greater Anglia	▪ HC-One	
	▪ Flex	▪ GE Power - Gas Power		▪ Headlam Group	

Participant list

2023 Manufacturing, Distribution and Services Total Rewards Survey – United Kingdom

▪ HR Wallingford	▪ Institute of Chartered Accountants	▪ Jenoptik	▪ KONE	▪ Lidl	▪ Mallinckrodt
▪ Human Rights Watch	▪ Integra Lifesciences	▪ JFC International (Europe)	▪ Kongsberg Automotive	▪ LifeArc	▪ Mambu
▪ Huntswood	▪ Intel	▪ Jisc	▪ Kongsberg Precision Cutting Systems	▪ Lightsource BP	▪ Manchester City Football Club
▪ Huuuge Games	▪ Intelsat	▪ John Lewis Partnership	▪ Konica Minolta	▪ Limbs & Things	▪ Mango
▪ Hyde Group	▪ Inter Cars	▪ John Wiley & Sons	▪ Kontoor Brands	▪ Lincoln Electric	▪ Manitou
▪ IAG GBS - International Airlines Group Global Business Services	▪ Intercontinental Hotels Group	▪ Johnson & Johnson	▪ Kronos	▪ Link Group	▪ Manutan
▪ IAG Loyalty	▪ International Automotive Components	▪ Johnson & Johnson Consumer	▪ Kuehne + Nagel	▪ LinkedIn	▪ Marel
▪ IBM	▪ International Financial Reporting Standards Foundation	▪ Johnson & Johnson Medical	▪ Kyocera Documents Solutions	▪ Linx Printing Technologies	▪ Marine Stewardship Council
▪ ICapital Network	▪ International Game Technology	▪ Johnson & Johnson Supply Chain	▪ Kyowa Kirin	▪ Lions Gate Entertainment	▪ Mark Anthony Group
▪ ICON Clinical Research	▪ Intertrust	▪ Johnson Controls	▪ L3Harris	▪ Livescore Group	▪ MarketCast
▪ Ideal Standard	▪ Intuitive Surgical	▪ Johnston Carmichael	▪ Labcorp	▪ LKQ	▪ Marks & Spencer
▪ IDEX Corporation	▪ Investigo	▪ Jones Lang LaSalle	▪ Lacoste PCL	▪ Lockheed Martin	▪ Marriott International
▪ IDT - Integrated DNA Technologies	▪ Ion Beam Applications	▪ JOSEPH	▪ Laing O'Rourke	▪ Loftware	▪ Mars
▪ IGD	▪ IPC - Independent Purchasing Company	▪ Just Eat Takeaway.com	▪ Lam Research	▪ London North Eastern Railway - LNER	▪ Marshalls
▪ Illumina	▪ Ipsen	▪ Kairos Group	▪ Landor & Fitch	▪ Lookers	▪ Mary Kay
▪ IMG	▪ IQVIA	▪ Kantar Group	▪ Lanxess Solutions	▪ Loram Maintenance of Way	▪ MASS
▪ Immunocore	▪ Irdeto	▪ Kao Brands	▪ Lear	▪ Lovehoney	▪ Mastercard
▪ Incora	▪ Ithaca Energy	▪ Kapsch Partner Solutions	▪ Learnlight Administration	▪ Low Carbon	▪ Matalan
▪ Incremental Group	▪ ITN	▪ KCOM Group	▪ LeasePlan	▪ LSL Property Services	▪ Mattel
▪ Incyte	▪ ITV	▪ KEF - Kent Engineering & Foundry	▪ Leeds University	▪ Lululemon Athletica	▪ Mayborn Group
▪ Indra Corporativo	▪ IVC Evidensia	▪ Kennametal	▪ Leggett and Platt	▪ Lumen	▪ MBDA
▪ Indra T&D	▪ Iveco Group	▪ Kerry Group	▪ Leica Biosystems	▪ LumiraDx	▪ McBride
▪ Informa	▪ Jabil Circuit	▪ Kimberly-Clark	▪ Leica Microsystems	▪ Lundbeck	▪ McCain Foods
▪ Ingenico	▪ Jacobs Engineering	▪ Kindred Group	▪ Lekela	▪ LyondellBasell	▪ McCrometer
▪ Ingram Content Group	▪ Jaguar Land Rover	▪ Kingfisher	▪ LEO Pharma	▪ Macmillan Distribution	▪ McKesson
▪ INNIO Jenbacher	▪ Janssen Pharmaceuticals	▪ Kion Group	▪ LeoVegas	▪ Macmillan Publishers International	▪ Medivet
▪ Insight Direct	▪ Jazz Pharmaceuticals	▪ Kodak Alaris	▪ Lexmark	▪ Macpharma	▪ Medtronic
▪ Insights Learning and Development	▪ JELD-WEN	▪ Kohler	▪ Lhoist	▪ Majestic Wine	▪ Merck KGaA
▪ Instanda		▪ Komatsu	▪ Liberty Global	▪ Malaysia Airlines	▪ Merlin Entertainments Group

Participant list

2023 Manufacturing, Distribution and Services Total Rewards Survey – United Kingdom

▪ Merz Aesthetics	▪ Nagravision	▪ Northrop Grumman	▪ Organon	▪ Personal Group	▪ QinetiQ
▪ Merz Therapeutics	▪ Nando's Chickenland	▪ Northrop Grumman (Park Air Systems)	▪ Oticon	▪ Personio	▪ Quadpack
▪ Meta	▪ NashTech	▪ Northrop Grumman Corporate	▪ Otsuka Pharmaceutical	▪ Petroleum Geo-Services	▪ Quartz Enterprises
▪ Microsoft	▪ National Gas	▪ Northumbrian Water	▪ Otsuka Pharmaceuticals Europe Ltd	▪ Pfizer	▪ Quell Therapeutics
▪ Midcounties	▪ National Grid	▪ NOV	▪ OTT HydroMet	▪ PGL Travel Group	▪ Quotient Biodiagnostics
▪ Miniclip	▪ National Instruments	▪ Novartis Pharma	▪ Otter Products	▪ Phenomenex & Agela	▪ Qurate Retail Group
▪ Minsait	▪ Nationwide Platforms	▪ Novartis	▪ Outdoor and Cycle Concepts	▪ Phillips 66	▪ RAC
▪ Moderna	▪ NBC Universal	▪ Novocure	▪ OVH	▪ Pipedrive	▪ Rackspace Technology
▪ Molecular Devices	▪ NCR	▪ Novo Nordisk	▪ Ovo Energy	▪ PKC Group	▪ Radiometer
▪ Mollie	▪ NCS Trust RCB	▪ NTT Data	▪ Oxbotica	▪ Places for People	▪ Radisson Hotels
▪ Molson Coors Beverage Company	▪ Nestlé	▪ Ocado Group	▪ Oxford BioMedica	▪ Plexus	▪ Ralph Lauren
▪ Momenta Operations	▪ NetApp	▪ Ocado Retail	▪ Oxford Instruments	▪ Pluralsight	▪ Ramsay Health Care
▪ Momentive Performance Materials	▪ Netflix	▪ Ochre Bio	▪ Oxford Nanopore Technologies	▪ Portman Dental	▪ Rayner
▪ MoneyGram	▪ Netguru	▪ Ocom	▪ Oxford University Press	▪ Portman Estate	▪ Reach
▪ Moneysupermarket.com	▪ New Look	▪ ODEON & UCI Cinemas	▪ P2P	▪ Pottermore	▪ Reaction Engines
▪ MongoDB	▪ Newell Brands	▪ Oerlikon	▪ Pall Corporation	▪ Poundland	▪ Recipharm
▪ Moore Kingston Smith	▪ News UK	▪ Ofcom	▪ Palo Alto Networks	▪ PPG Industries	▪ Regeneron Pharmaceuticals
▪ Moove	▪ NG Bailey	▪ Office Holdings	▪ Paramount Global	▪ Premier Foods	▪ RELX Group
▪ Motability Operations	▪ NHBC	▪ Ogilvy	▪ PAREXEL	▪ Premier Research	▪ Renesas Electronics
▪ Moto Hospitality	▪ NielsenIQ	▪ Omron Healthcare	▪ Parser Digital	▪ Previa	▪ Renishaw
▪ Mott MacDonald	▪ Nike	▪ ON Semiconductor	▪ PatSnap	▪ Prima Assicurazioni	▪ Rentokil Initial
▪ Moy Park	▪ Nissan Corporate	▪ One Stop	▪ PCCW	▪ Primark	▪ Replimune
▪ MSA Safety	▪ Nissan Motor	▪ Ono Pharmaceutical	▪ Pearson	▪ Prodrive	▪ Resideo
▪ MSD	▪ Nissan Motor (NDE)	▪ Ontex	▪ Penguin Random House	▪ Prometeon Tyre Group	▪ Resolian
▪ Mulberry	▪ Nissan Motor Manufacturing	▪ OpSec Security	▪ Pennon Group	▪ Promethan	▪ Ricardo Energy & Environment
▪ Multiplex Construction	▪ Nissan Motor Parts Center	▪ Optimal Supplychain Services	▪ Pentland Brands	▪ Prosus Services	▪ Rich Products
▪ myDentist	▪ Nissan Technical Centre Europe	▪ Oracle	▪ PepsiCo	▪ Protolabs	▪ Richardson International
▪ Mytilineos Energy	▪ Noble Foods	▪ Orange	▪ Percepta	▪ PRS for Music	
▪ NAES	▪ Nokia	▪ Orbit Group	▪ Perfetti Van Melle	▪ PTC Therapeutics	
	▪ Nordson	▪ ORE Catapult	▪ Perrigo	▪ Puma	
	▪ Norgine			▪ PVH Corp.	

Participant list

2023 Manufacturing, Distribution and Services Total Rewards Survey – United Kingdom

▪ Richemont	▪ RS Group	▪ Scottish Rugby	▪ Siemens Healthineers	▪ Specsavers Optical Group	▪ T.J. Morris
▪ Ricoh	▪ RSA Security	▪ Scottish Water International	▪ Siemens Industry	▪ Spire Healthcare	▪ Takeda Pharmaceuticals
▪ Ricoh Corporate	▪ Rugby Football Union	▪ ScottishPower	▪ Siemens Magnet Technology	▪ Springer Nature	▪ Talk Talk
▪ Rio Tinto	▪ RWE Generation	▪ Screwfix	▪ Siemens Mobility	▪ SPX Corporation	▪ Tapestry
▪ Ritchie Brothers Auctioneers	▪ RWE Group	▪ Seagen	▪ Signant Health	▪ SSP Group - The Food Travel Experts	▪ TATA Steel
▪ RM Education UK	▪ RWE Supply & Trading	▪ Securitas Direct	▪ Signet Jewelers	▪ Stack Overflow	▪ Taylor & Francis
▪ Rich Products	▪ RWS Holdings	▪ SEFE Marketing & Trading	▪ Silverfin	▪ STADA	▪ Taylor Wimpey
▪ Richardson International	▪ Ryan LLC	▪ Segro	▪ Simply Blue Group	▪ Stanley Black & Decker	▪ TaylorMade Golf
▪ Richemont	▪ S&C Electric	▪ Selfridges	▪ Sinch	▪ Starbucks	▪ TD Synnex
▪ Ricoh	▪ Sabio	▪ Sendcloud	▪ SITA	▪ Steelcase	▪ TE Connectivity
▪ Ricoh Corporate	▪ Safran Landing Systems	▪ Sensient Technologies	▪ Sixt Autovermietung	▪ Stepstone	▪ Tecan
▪ Rio Tinto	▪ Safran Seats	▪ SES	▪ Sky	▪ Stericycle	▪ Technia
▪ Ritchie Brothers Auctioneers	▪ SAGA Group	▪ SGN - Scotia Gas Networks	▪ Slalom	▪ Steris	▪ Ted Baker
▪ RM Education UK	▪ Sage	▪ SGS - Société Générale de Surveillance	▪ SMA Solar Technology	▪ Sterling Pharma Solutions	▪ Telefónica Digital
▪ Roadchef	▪ Sage Publications	▪ Shaftesbury Capital	▪ Smith & Nephew	▪ Stewardship	▪ Telefónica Tech
▪ Roche Diabetes Care	▪ Sakura	▪ SharkNinja	▪ Smiths News	▪ Stolt-Nielsen	▪ Telegraph Media Group
▪ Roche Diagnostics	▪ salesforce.com	▪ Shearwater Geoservices	▪ SMS Corporate Services	▪ Stryker	▪ Telent
▪ Roche Pharmaceuticals	▪ Sally Beauty	▪ Sheffield Forgemasters	▪ SNC-Lavalin	▪ StubHub	▪ Tenneco
▪ Rockwell Automation	▪ Samsung	▪ Shell	▪ Sociedad Anonima Damm	▪ StudyGroup	▪ Tesco
▪ Rocky Mountaineer	▪ Sandoz	▪ Shell Energy	▪ Softcat	▪ STV	▪ Tesla Motors
▪ Roke Manor Research	▪ Sanofi	▪ Shell TapUp	▪ SoftwareONE	▪ Sumitomo Corporation	▪ Teva Pharmaceutical Industries
▪ Rolls-Royce	▪ SANS Institute	▪ shopware	▪ Solenis	▪ Sun Chemical	▪ Tevva
▪ Rolls-Royce SMR	▪ SAS Institute	▪ Shure	▪ Solicitors Regulation Authority (SRA)	▪ Superbet	▪ TfL - Transport for London
▪ Rosemont Pharmaceuticals	▪ Savers	▪ Siegwerk Druckfarben	▪ Solvay	▪ Superdrug	▪ Thales
▪ Ross Video	▪ Schillings International	▪ Siemens	▪ Sony	▪ SWIFT	▪ Thames Water Utilities
▪ Royal Caribbean Cruises	▪ Schneider Electric	▪ Siemens Digital Industries Software	▪ Sony Music Entertainment	▪ Swinkels Family Brewers	▪ The Arch Company
▪ Royal Haskoning	▪ Sciensus	▪ Siemens Electrical & Electronic Services	▪ Sony Pictures Entertainment	▪ Swiss Precision Diagnostics	
▪ Royal Mail	▪ Sciox	▪ Siemens Healthcare	▪ Sopra Steria	▪ Sygnature Discovery	
▪ Royal Society for the Prevention of Cruelty to Animals (RSPCA)	▪ Scopely	▪ Siemens Healthcare Diagnostics	▪ Sovereign Housing Group	▪ Sylvamo	
▪ RQM+	▪ Scott Bader		▪ Sovos	▪ T.D. Williamson	

Participant list

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▪ The Crown Estate	▪ Travis Perkins	▪ United Exports	▪ Victaulic	▪ Water Plus	▪ Wood Mackenzie
▪ The Entertainer	▪ Trayport	▪ United Utilities	▪ Videndum	▪ Waters	▪ Woodward
▪ The Honourable Society of the Inner Temple	▪ TricorBraun	▪ UnitedHealth Group	▪ Videndum Production Solutions	▪ Weetabix	▪ World Bank
▪ The Institute of Cancer Research	▪ Triumph International	▪ Unity Technologies	▪ Videojet Technologies	▪ Weir Group	▪ World Fuel Services
▪ The Knot Worldwide	▪ Trojan Technologies	▪ Univar	▪ Vifor Pharma	▪ Wejo	▪ Worldline
▪ The Law Society	▪ TRUMPF	▪ University of Bath	▪ Viking	▪ Wendy's Group	▪ WPP Corporate
▪ The Wellcome Trust	▪ Trustly Group	▪ University of Warwick	▪ Virgin Management	▪ Wessex Water	▪ Wunderman Thompson
▪ The White Company	▪ T-Systems	▪ Unternehmensgruppe Theo Müller	▪ Viridor	▪ West Pharmaceutical Services	▪ Wyndham Hotels & Resorts
▪ Thermo Fisher Scientific	▪ TT Electronics	▪ UPM	▪ Visteon	▪ Western Union	▪ Xeinadin Group
▪ TheVeryGroup	▪ T-Therapeutics	▪ Utilita Energy	▪ Vivergo Fuels	▪ Westlake Chemical	▪ Xerox
▪ Thomson Reuters	▪ TTP	▪ Valero Energy	▪ Vivescia	▪ Westmill	▪ XPO Logistics
▪ ThoughtWorks	▪ TUI Group	▪ Valmet	▪ VMLY&R	▪ WestRock	▪ X-Rite
▪ Three	▪ Tullow Oil	▪ Valneva	▪ Vodafone	▪ whistl	▪ Xylem
▪ Thyssenkrupp	▪ Tunstall Healthcare	▪ Value Retail	▪ Vodafone Group Services	▪ Whitbread	▪ Yahoo!
▪ TIMET	▪ TUV Rheinland	▪ Vantage RE	▪ VOI Technology	▪ White & Case	▪ Yamaha Motor Europe
▪ TomTom	▪ Twinings	▪ Vaultex	▪ Volac International	▪ White Stuff	▪ Yazaki Corporation
▪ Topcon Positioning Group	▪ Uber	▪ Vectura	▪ Volaris Group	▪ Wildanet	▪ Yell
▪ Tory Burch	▪ UCB	▪ Verint Systems	▪ Volantia	▪ William Hill	▪ Yondr Group
▪ Toshiba Europe	▪ UCL - University College London	▪ Verisk Analytics	▪ VPI	▪ Williams-Sonoma	▪ Yoox Net-a-Porter
▪ Tosoh	▪ UKTV	▪ Verizon	▪ Vueling	▪ Wilmington	▪ Zayo Group
▪ Tracsis	▪ Ultra Electronics	▪ Vernalis	▪ Wahl Clipper	▪ WilsonHCG	▪ Zenith Vehicles
▪ Trainline.com	▪ Ultragenyx	▪ Version 1	▪ Waitrose	▪ Wincanton	▪ Zentiva
▪ Trane Technologies	▪ Under Armour	▪ Versuni	▪ Walgreens Boots Alliance	▪ WirelessCar	▪ Zepz
▪ Travel + Leisure Co.	▪ Underwriters Laboratories	▪ Vertex Pharmaceuticals	▪ Wallbox Chargers	▪ Wise	▪ Zimmer Biomet
▪ Travel Counsellors	▪ Unipec	▪ Vertiv	▪ Walt Disney	▪ Wm Morrison Supermarkets	▪ Zumtobel
▪ Travelodge	▪ Uniper	▪ Vesuvius	▪ Warburtons	▪ Wolseley	
▪ Travelperk	▪ UniPhar	▪ Viaplay Group	▪ Warner Bros. Discovery	▪ Wolters Kluwer	
▪ Travelport	▪ Unispace	▪ Viatrix	▪ Warner Music Group	▪ Wolves (Wolverhampton Wanderers)	
	▪ Unisys		▪ Wasabi		

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